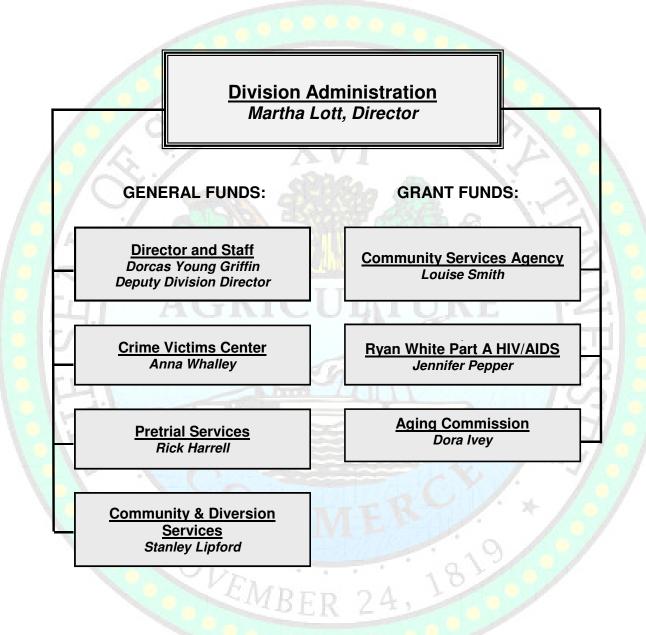
# COMMUNITY SERVICES Division Organizational Chart by Program



#### **DIVISION MISSION AND STRATEGIC GOALS:**

The Division of Community Services partners with federal, state, local and community agencies to address the causes of poverty, increase opportunity and economic security of individuals, advocate for victims of sexual, domestic, and elderly assault and assist older adults and adults with disabilities. The Division supports the following County strategies:



#### **Protect and Promote Public Safety**

- [2-c] Provide programs that advocate for victims of crimes and the prevention of abuse in vulnerable populations.
- [2-e] Reduce detention costs by supporting jail diversion programs for non-violent or mental health issues.



#### **Protect and Promote Community Health**

- [3-b] Provide programs that reduce the risk of chronic and infectious diseases
- [3-c] Coordinate agencies designed to strengthen the health and welfare of children, seniors and families.



#### Promote Economic Development and a Healthy Economy

[5-d] Coordinate programs/agencies designed to address issues of poverty and to provide the necessary resources and support to allow citizens to live independently in their homes.

The Division of Community Services is in the process of developing a Strategic Plan to optimize the division's impact and efficiency. Implementation of this plan began in FY17 and is expected to result in streamlining existing departments to provide more focused and efficient service delivery.

#### **DEPARTMENTAL MISSION/GOALS:**

The strategic goals of the division are achieved through the following departmental structure:

**4801 Director and Staff -** To address community problems through partnerships with all levels of government and the private sector, both profit and non-profit. The director's office coordinates the acquisition and management of grants to Shelby County Government and the Offices of Veterans Services and Hispanic Services to ensure full access to county services for these citizens. Oversight of the Ryan White HIV/AIDS grant is included in the administrative function.

**4804 Community & Diversion Services -** The Jericho Project is a jail diversion program that links criminal detainees with serious mental illnesses with supervised community release options and treatment resources. Transitional case management services are provided for individuals who are stable on medications until the individual is successfully linked to mainstream public health services and supports, usually through state-funded Medicaid resources. The target population consumes disproportionate and costly jail resources. Diversion services are also offered for individuals taken to jail for public intoxication.

**4806 Crime Victims Center -** To provide comprehensive services to victims of crime and their survivors, to reduce their trauma, facilitate their recovery and advocate for their rights to fair treatment and justice. The Rape Crisis Center (RCC) portion of the agency is committed to empowering victims of sexual assault and abuse. The services are offered 24/7 and include forensic examinations, individual counseling and support groups, legal advocacy and community and professional education.



### **COMMUNITY SERVICES**

# **Division Overview FY18**

**4811 Pretrial Services -** To offer alternatives to incarceration at all stages of the Criminal Justice process by providing intervention strategies prior to arrest, after arrest, prior to trial, and after conviction. Intervention strategies are provided to increase the number of offenders diverted to Pretrial Services. The Department is committed to insuring equity in the Justice System and to reserving jail space for those who cannot be handled in less restrictive and costly ways.

#### **Service Level Measurements:**

	FY15	FY16	FY17	FY18
	Actual	Actual	Estimated	Estimated
# of Staff and community partners Attending Professional Training	1,840	923	900	700
# of the General Public Reached Through Outreach Efforts 1	16,208	4,865	4,000	3,000
# of Collective Impact Meetings Attended	637	454	400	300
# of Veterans Assisted	4,305	3,795	3,000	3,000
# of Direct Services by Hispanic Affairs	2,590	2,830	2,000	2,000
Individuals referred to Crisis Center for detox and psychiatric evaluation	7,400	7,402	7,238	7,347
# Individuals in supervised release	1,439	1,420	1,420	1,525
Victims who apply for protective orders <sup>2</sup>	5,340	2,256	1,988	1,848
Crime victims receiving CVC services <sup>3</sup>	10,488	8,484	7,716	8,364
Forensic Exams Performed	700	765	773	805
# of Detainees Interviewed in Jail Release	30,048	31,250	31,250	30,000
Percent of Detainees Interviewed Released on Recognizance or Bond	79.0%	79.0%	79.0%	80.0%
Percent of Defendants Who Appeared in Court As Ordered	98.8%	98.8%	98.8%	98.5%
Average Number of People Supervised on Probation per Month	1,450	1,400	1,400	1,300
Percent of Technical Violations while on Probation	2.4%	2.5%	2.5%	2.5%

<sup>&</sup>lt;sup>1</sup>FY15 - Participated in Convoy of Hope event.

<sup>&</sup>lt;sup>3</sup> FY16 - Numbers of Protective Orders has decreased because the CVC lost 2 of the 3 Counselors who process the orders.



The former Forensics Building at 1060 Madison is being restored to serve as the new location for Community Services Crime Victims Center.

<sup>&</sup>lt;sup>2</sup> FY16 -The County now contracts with the Family Safety Center to do orders for intimate partners.

#### **BUDGETARY ISSUES/TRENDS:**

- State and federal governments continue to limit grant funding, while our community continues to see an increased need for services to low-income and indigent individuals.
- Over 85% of the programs provided with General Fund dollars are directly related to the criminal justice system in providing programs for jail diversion and support for crime victims.

#### **REVENUE SOURCES:**

- The primary revenue source for the General Fund is State of TN reimbursements for rape exams performed and Pre-Trial Services program fees charged to clients.
- The majority of programs operated by the division of Community Services are grant-funded (97%). Grant fund revenues are from federal and state pass through grants from the Tennessee Department of Health and Tennessee Office of Criminal Justice Programs.

#### **DESCRIPTION OF ACTIVITIES:**

Coordinate programs that address community problems through partnership with all levels of government and the private sector, both profit and non-profit, coordinate and oversee the acquisition and management of grants to Shelby County Government, provide jail diversion programs, and service for rape victims such as forensic examinations, individual counseling and support groups, legal advocacy and community and professional education.

#### **GENERAL FUND**

COMMUNITY SVCS	FY16 Actual	FY17 Amended	FY18 Adopted	FY18-17 Var
Revenue	(860,102)	(825,000)	(875,000)	(50,000)
Total Personnel	5,516,343	5,815,182	6,225,646	410,464
O&M	2,973,033	2,908,676	2,898,066	(10,610)
Net Transfers	107,935	152,712	152,110	(602)
Net Operations	7,737,209	8,051,570	8,400,822	349,252
FTE Count	95.0	95.0	96.0	1.0

#### **CHANGES IN MAJOR CATEGORIES:**

- Revenue: FY18 \$50,000 increase due to price of Crime Victims Center rape exam kits reimbursements.
- Salaries/FTE: FY18 salaries reflect 3% general increase and County benefit rates. FTE count increased to 96 positions by adding one (1) Mental Health Coordinator position.
- **O&M:** FY18 O&M budget is slightly below FY17 budget.

	FY16 Actual	FY17 Amended	FY18 Adopted	FY18-17 Var
Revenue	27,476,348	34,415,934	32,114,894	(2,301,040) *
FTE Count	112.7	112.1	109.5	(2.5)

- \$32 million in grant funding for FY18 includes:
  - o \$11.5 million for CSA Low Income Energy Assistance, Utilities and Housing
  - o \$10.4 million for Ryan White and HIV prevention programs
  - o \$8.4 million for Aging programs

<sup>\*</sup>Primary reductions: Ryan White, Justice Assistance Grants, and ending of Defending Childhood Initiatives.

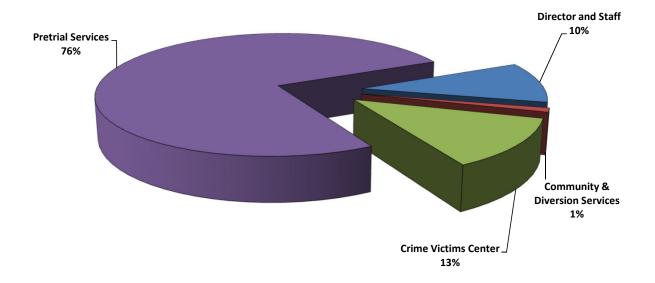
Fund	Dept	Dept Description	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Adopted	FY17-18 Change
GENERAL FUND								
010	4801	Director and Staff	8.0	8.0	10.0	10.0	10.0	-
010	4804	Community & Diversion Services		-	-	-	1.0	1.0
010	4806	Crime Victims Center	13.0	11.0	12.0	12.0	12.0	-
010	4811	Pretrial Services	75.0	75.0	73.0	73.0	73.0	
TOTAL	L POSI	TIONS - GENERAL FUND	96.0	94.0	95.0	95.0	96.0	1.0
GRAN	T FUNI	DS	568.3	117.7	112.7	112.1	109.5	(2.5)
TOTAL	L POSI	TIONS - ALL FUNDS	664.3	211.7	207.7	207.1	205.5	(1.5)

FY16 - Reclassified two positions in Pretrial Services and moved to Director; added 1 Nurse Practioner

FY18 - Added 1 Mental Health Coordinator

Grant Funds - Deleted 1 position from Defending Childhood Initiatives, 1 position from Ryan White and .05 FTE from Crime Victims Center

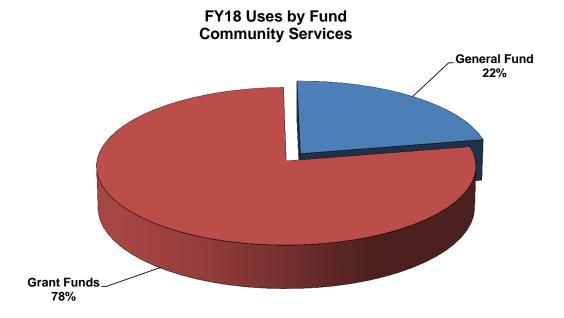
# **FTE Positions by Department**



# Prime Accounts Community Services

Acct Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
43 - Intergovernmental Revenues-State of	(22,609,496)	(18,705,549)	(19,386,524)	(25,070,693)	(24,490,066)
44 - Intergovernmental Revenues-Federal &	(30,925,949)	(9,581,585)	(8,379,503)	(9,479,891)	(7,901,834)
45 - Charges for Services	(296,003)	(264,172)	(231,180)	(260,000)	(250,000)
46 - Fines, Fees & Permits	(131,901)	(119,674)	(118,334)	(125,000)	(125,000)
47 - Other Revenue	(6,511,936)	(106,773)	(220,908)	(305,350)	(222,993)
Revenue	(60,475,286)	(28,777,752)	(28,336,450)	(35,240,934)	(32,989,894)
51 - Salaries-Regular Pay	18,333,304	8,000,883	8,217,882	9,265,488	9,517,819
52 - Salaries-Other Compensation	483,807	150,605	152,939	152,089	152,073
55 - Fringe Benefits	8,179,949	3,209,966	3,088,852	3,538,917	4,020,804
56 - Vacancy Savings	0	0	0	(315,149)	(475,490)
Salaries & Fringe Benefits	26,997,060	11,361,453	11,459,673	12,641,345	13,215,206
60 - Supplies & Materials	1,669,650	249,731	315,919	452,794	435,088
64 - Services & Other Expenses	17,380,942	9,051,153	9,231,096	9,849,865	9,480,510
66 - Professional & Contracted Services	20,588,122	14,644,154	14,288,260	19,257,765	17,281,758
67 - Rent, Utilities & Maintenance	1,597,168	680,021	521,837	714,278	617,494
68 - Interfund Services	771,814	316,067	277,293	454,889	360,661
70 - Capital Asset Acquistions	0	58,141	0	0	0
Operating & Maintenance	42,007,695	24,999,267	24,634,405	30,729,590	28,175,510
94 - Other Sources & Uses	(10,451)	0	0	0	0
Other Financing Sources	(10,451)	0	0	0	0
Expenditures	68,994,304	36,360,720	36,094,078	43,370,935	41,390,716
99 - Planned Use of Fund Balances	0	0	0	(78,433)	0
Planned Fund Balance Change	0	0	0	(78,433)	0
Planned Fund Balance Change	0	0	0	(78,433)	0
96 - Operating Transfers In	(352,751)	(297,423)	(120,282)	(152,712)	(152,110)
Operating Transfers In	(352,751)	(297,423)	(120,282)	(152,712)	(152,110)
98 - Operating Transfers Out	352,751	297,423	120,282	152,712	152,110
Operating Transfers Out	352,751	297,423	120,282	152,712	152,110
Net Transfers	0	0	0	0	0
Community Services Total	8,519,019	7,582,968	7,757,628	8,051,568	8,400,822

	FY18 S0	FY18 SOURCES OF FUNDS			OF FUNDS	NET OPERATIONS	
FUND NAME:	REVENUE	TRANSFERS IN		EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND 010 - General Fund	(875,000)		-	9,123,712	152,110	8,400,822	22%
GRANT FUNDS	(32,114,894)	(152,110)	-	32,267,004	-	-	78%
ALL FUNDS TOTAL	(32,989,894)	(152,110)	-	41,390,716	152,110	8,400,822	100%



Federal and State Grants are the primary funding source for the operations and programs of Community Services

# Net Expenditures By Department\* Community Services Division

**All Funds** 

Fund Dept	Dept Description	FY14 ACTUAL	FY15 ACTUAL	FY16 ACTUAL	FY17 AMENDED	FY18 ADOPTED	
GENERAL FUND							
010 4801 Di	irector- Community Services	1,003,254	677,400	1,125,731	1,110,534	1,243,675	
010 4804 C	ommunity & Diversion Services	2,535,750	2,211,440	2,146,650	2,137,650	2,138,422	
010 4806 C	rime Victims Center	1,004,767	975,134	931,870	1,078,010	1,043,103	
010 4811 Pi	retrial Services	3,359,303	3,656,375	3,532,959	3,725,375	3,975,623	
GENERAL FU	JND TOTAL	7,903,074	7,520,349	7,737,210	8,051,570	8,400,822	
GRANT FUNI	DS TOTAL	615,945	62,619	20,418	-	-	
COMMUNITY SERVICE TOTAL		8,519,019	7,582,968	7,757,628	8,051,570	8,400,822	

<sup>\*</sup>Includes all Sources and Uses of Funds

Acct Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
43 - Intergovernmental Revenues-State of	(259,600)	(355,375)	(453,275)	(375,000)	(425,000)
44 - Intergovernmental Revenues-Federal &	(35,130)	(58,700)	(55,005)	(65,000)	(75,000)
45 - Charges for Services	(292,885)	(262,613)	(231,180)	(260,000)	(250,000)
46 - Fines, Fees & Permits	(131,901)	(119,674)	(118,334)	(125,000)	(125,000)
47 - Other Revenue	(1,435)	(2,270)	(2,308)	0	0
Revenue	(720,952)	(798,633)	(860,102)	(825,000)	(875,000)
51 - Salaries-Regular Pay	3,634,386	3,651,278	3,955,486	4,326,571	4,502,950
52 - Salaries-Other Compensation	51,556	50,822	95,549	102,549	102,549
55 - Fringe Benefits	1,504,937	1,445,498	1,465,308	1,654,708	1,888,793
56 - Vacancy Savings	0	0	0	(268,646)	(268,646)
Salaries & Fringe Benefits	5,190,879	5,147,598	5,516,343	5,815,182	6,225,646
60 - Supplies & Materials	103,323	84,243	140,630	123,134	115,066
64 - Services & Other Expenses	96,484	75,600	85,438	139,858	134,026
66 - Professional & Contracted Services	2,759,249	2,635,143	2,694,176	2,762,444	2,698,036
67 - Rent, Utilities & Maintenance	129,590	122,097	123,589	104,488	103,878
68 - Interfund Services	144,581	25,282	(70,800)	(221,248)	(152,940)
70 - Capital Asset Acquistions	0	58,141	0	0	0
Operating & Maintenance	3,233,227	3,000,506	2,973,033	2,908,676	2,898,066
Expenditures	8,424,106	8,148,104	8,489,376	8,723,858	9,123,712
96 - Operating Transfers In	0	(63,273)	(6,173)	0	0
Operating Transfers In	0	(63,273)	(6,173)	0	0
98 - Operating Transfers Out	199,920	234,150	114,108	152,712	152,110
Operating Transfers Out	199,920	234,150	114,108	152,712	152,110
Net Transfers	199,920	170,877	107,935	152,712	152,110
Community Services Total	7,903,074	7,520,349	7,737,210	8,051,570	8,400,822

Acct Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
43 - Intergovernmental Revenues-State of	(22,349,896)	(18,350,174)	(18,933,249)	(24,695,808)	(24,065,066)
44 - Intergovernmental Revenues-Federal &	(30,890,819)	(9,522,885)	(8,324,498)	(9,414,776)	(7,916,834)
45 - Charges for Services	(3,118)	(1,559)	0	0	0
47 - Other Revenue	(6,510,500)	(104,503)	(218,601)	(305,350)	(222,993)
Revenue	(59,754,334)	(27,979,120)	(27,476,348)	(34,415,934)	(32,204,894)
51 - Salaries-Regular Pay	14,698,918	4,349,605	4,262,396	4,963,946	5,051,328
52 - Salaries-Other Compensation	432,251	99,782	57,390	50,040	49,524
55 - Fringe Benefits	6,675,012	1,764,467	1,623,544	1,888,795	2,142,815
56 - Vacancy Savings	0	0	0	(46,503)	(206,844)
Salaries & Fringe Benefits	21,806,181	6,213,855	5,943,330	6,856,277	7,036,823
60 - Supplies & Materials	1,566,327	165,488	175,289	332,579	312,355
64 - Services & Other Expenses	17,284,457	8,975,553	9,145,658	9,693,884	9,354,615
66 - Professional & Contracted Services	17,828,873	12,009,011	11,594,084	16,469,527	14,625,295
67 - Rent, Utilities & Maintenance	1,467,578	557,924	398,248	609,790	513,616
68 - Interfund Services	627,232	290,785	348,093	685,022	514,301
Operating & Maintenance	38,774,468	21,998,761	21,661,372	27,790,801	25,320,181
94 - Other Sources & Uses	(10,451)	0	0	0	0
Other Financing Sources	(10,451)	0	0	0	0
Expenditures	60,570,199	28,212,616	27,604,701	34,647,079	32,357,004
99 - Planned Use of Fund Balances	0	0	0	(78,433)	0
Planned Fund Balance Change	0	0	0	(78,433)	0
Planned Fund Balance Change	0	0	0	(78,433)	0
96 - Operating Transfers In	(352,751)	(234,150)	(114,108)	(152,712)	(152,110)
Operating Transfers In	(352,751)	(234,150)	(114,108)	(152,712)	(152,110)
98 - Operating Transfers Out	152,831	63,273	6,173	0	0
Operating Transfers Out	152,831	63,273	6,173	0	0
Net Transfers	(199,920)	(170,877)	(107,935)	(152,712)	(152,110)
Community Services Total	615,945	62,619	20,418	0	0

The Division of Community Services is largely funded through federal, state and local grants. Major initiatives include:

#### Early Childhood Programs

• **DOJ – Defending Childhood Initiatives** – The purpose of this grant is to develop strategic plans for comprehensive community-based focus on preventing, addressing, reducing, and more fully understanding childhood exposure to violence.

#### Community Services Agency

- Community Service Block Grant (CSBG) funds provide a broad range of services such as rent/mortgage assistance, medical prescription assistance, and family support case management. CSBG also assists eligible low-income households in attaining the skills, knowledge and motivation necessary to achieve self-sufficiency.
- Low Income Home Energy Assistance Program (LIHEAP) Every year this department serves about 1,650 households assisting in cooling their homes in summer, and assists another 13,000 households keep warm in the winter.

#### Community and Diversion Services

- **Mentally III Inmate Services** grant funds from the Tennessee Department of Mental Health and Developmental Disabilities to make community mental health services available to persistently mentally ill adults as an alternative to incarceration.
- Justice Assistance Grant Grant provided by Department of Justice to contract with a
  technical assistance provider to coordinate criminal justice related mental health
  operations and provide a sub-award to the Memphis Police Department to implement
  criminal justice related programs.
- Mental Health Court Grant provided by the TN Department of Mental Health and Substance Abuse Services to administer a Mental Health Court that combines judicial supervision with community mental health treatment and other support services.
- Tennessee Cooperative Agreement to Benefit Homeless Individuals (CABHI) A
  partnership of Shelby County, the Community Alliance for the Homeless and Alliance
  Healthcare Services to provide mental health and substance abuse services to the
  homeless.

#### Ryan White Program

• The **Memphis Ryan White Program** receives funds from the U.S. Department of Health and Human Services to provide for the medical and support care needs of over 2,000 low income, uninsured/underinsured individuals living with and affected by HIV/AIDS. The program is 100% grant funded and consists of Part A and Minority AIDS Initiative.

#### Crime Victims Center

- Victims of Crime Act Grant The projects funded by this grant are the Rape Crisis Center, the Homicide Response Program, the Senior Victim Advocate and Domestic Violence Advocates. This grant provides for direct victim services including intake, crisis counseling, safety planning, law enforcement liaison, court support and accompaniment. VOCA funding comes from criminal fines and fees and does not include tax revenues.
- Sexual Assault Kit Initiative a training and direct service project (working with the Psychology Department of the University of Memphis) to provide specialized counseling for victims of sexual assault.

#### Aging Commission of the Mid-South

 Grant funds from TN Commission on Aging and Disability provide a variety of services to individuals who are elderly in Shelby, Fayette, Lauderdale and Tipton counties including senior centers, health promotion, medication management, family caregiver support, home and community-based services, legal assistance, nutrition and prevention of elder abuse, neglect and exploitation.

FUND	GRANT NAME		AMOUNT
	Department 4801: Director Community Services		
685	DOJ - Defending Childhood Initiatives	\$	80,000
	Department Total	\$	80,000
	Department 4802: Community Services Agency CSA		
313	Community Service Block Grant	\$	2,484,209
318	Low Income Home Energy Assistance		9,003,152
686	Home Emergency Services		25,000
750	Utilities Assistance - IBEW/Jonnie Dawson Charitable Foundation		30,000
	Department Total	\$	11,542,361
	Department 4804: Community & Diversion Services		
150	Mentally III Inmate Services	\$	184,308
194	Justice Assistance Grant		69,550
195	Justice Assistance Grant		40,000
216	Mental Health Court		80,000
262	TN Cooperative Agreement to Benefit Homeless Individuals	\$	510,000 <b>883,858</b>
	Department Total	<u> </u>	863,836
	Department 4805: Ryan White		
394	NHBS HIV Testing 1/1/18-6/30/18	\$	106,892
395	NHBS HIV Testing 7/1/17-12/31/17		172,108
441	Ryan White Minority AIDS Initiative 3/1/18-6/30/18		495,847
444	Ryan White Minority AIDS Initiative 7/1/17-2/28/18		229,638
451 450	Ryan White Part A 7/1/17-2/28/18		4,302,925
452 516	Ryan White Part A 3/1/18-6/30/18 HIV Prep Prev Pre Expos Prophy 7/1/17-9/30/17		2,147,814 400,000
517	HIV Prep Prev Pre Expos Prophy 10/1/17-6/30/18		809,300
623	Ryan White Part B 7/1/17-3/31/18		1,010,600
624	Ryan White Part B 4/1/18-6/30/18		250,000
771	HIV Prevention 7/1/17-12/31/17		218,190
772	HIV Prevention 1/1/18-6/30/18		240,810
	Department Total	\$	10,384,124
	Department 4806: Crime Victims Center		
157	Sexual Assault Kit Initiative (SAKI)	\$	65,659
193	Justice Assistance Grant 2014	•	65,000
276	Encourage Arrests - City of Memphis		87,668
302	TN VOCA Grant		608,438
408	Plough Foundation - Elder Abuse - Crime Victims	_	43,075
	Department Total	\$	869,840
	Department 4817: Aging Commission of the Mid-South		
408	Plough Foundation - Elder Abuse - Public Guardianship	\$	101,468
411	Aging Program - Federal Funding		5,161,663
586	Aging Program - TN Commission on Aging and Disability		3,009,330
818	Public Guardianship Fees		82,250
	Department Total*	\$	8,354,711
	DIVISION TOTAL	\$	32,114,894

DOJ - Department of Justice VOCA - Victims of Criminal Acts

NHBS - National HIV Behavioral Surveillance

<sup>\*</sup>Current revenue sources only.